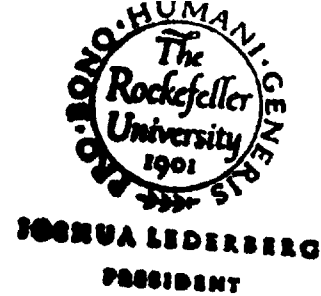


August 1, 1980



Memo to File

Whitehead Inst.

CC: RN

The net outcome of my discussion on July 31 with Jack Whitehead and David Baltimore is that David has expressed considerable interest in the possibility of being a director. He may or may not fully understand the specific arrangements that Jack would be interested in. He indicated that Cambridge, Stanford or New York were all equally feasible. From his own standpoint he probably would prefer a setting at Cambridge and preferably on the MIT campus. He was however perfectly agreeably in principle with visiting Stanford for an exploration there (but will be going to Israel this month and will not be able to join Jack and me out there.)

I advised Jack that we would be unlikely to improve on David as a candidate for the position. He was still perhaps a bit green in his interpersonal relationships but he showed every sign of maturation and probably would continue very happily on that vector.

How quickly it will be possible to get a sounding about the possibilities at MIT, and whether David will continue to be interested in a completely autonomous arrangement, are both questions to be seen. However David felt that Salk Institute had in the long run worked out pretty well. So at this point it just remains to be seen just what the MIT administration is going to say.

I also called Don Kennedy and gave him some quick background on Whitehead. This was all news to him. I pictured it as looking into the possibility of accommodating a guest and neighbor, since that would

(and only second order benefits to the institution)

- 2 -

be most readily consistent with the availability of land on the Stanford campus. Jack and I have agreed to meet Don Kennedy and Bill Massey and perhaps a couple of others on August 26th at 10:00 a.m. in Don's office.

At one point in our private discussion Jack said we really have got to come to some conclusion. "I'm getting older and I want to see this thing established while I can still enjoy being involved with it."

✓ Drop a copy of the above to Rod Nichols.

A handwritten mark, possibly a signature or initials, consisting of a large, stylized 'Y' or 'X' shape.